

Recruiting and Retaining Top Talent

Greater Manchester's approach to driving inclusivity and championing diversity for all.

House Keeping

- **Recording:** This session will be recorded for training purposes. *The recording will not be shared, but the slides will be sent out after the session.*
- **Q&A:** Please use the **Q&A feature in Teams**. *We will have a dedicated Q&A session at the end.*
- **Microphones:** Keep your **mic on mute** for the duration of the session.

Agenda:

Item	Who
12:15 – 12:20 Welcome and Introductions	Milli Yoki (LGA)
12:20 – 12:25 GM Workforce Inclusion Programme	Mallicka Mandal (GMCA)
12:25 – 12:45 GM People Inclusion Standards	Rebecca Lea (GMCA)
12:45 – 12:50 Recruitment and Retention Maturity Model	Suzanne Hudson (LGA)
12:50 – 13:00 Q&A and Close	All

Recruitment and Retention in Local Government

- **94%** of councils experience recruitment and retention difficulties
- Actions taken to address workforce difficulties:
 - **62%** increasing apprenticeships
 - **39%** more specialised staff
 - **39%** fewer contractors & agencies

Workforce % breakdown	White	Asian	Black	Mixed	Other
Population	82%	9%	4%	3%	2%
National workforce	85%	8%	4%	2%	2%
Council staff	90%	4%	4%	2%	1%
Council senior managers	94%	6%			
Council chief executives	97%	3%			
Teachers	89%	6%	3%	2%	1%
Adult social care staff	68%	11%	18%	2%	1%
Firefighters	95%	1%	1%	3%	1%
Police staff (excl. officers)	95%	3%	1%	1%	0%

Mallicka Mandal

Director People Services, GMCA



Rebecca Lea

Head of Workforce Collaboration, GMCA

Where to start?

Recruitment and retention maturity model (6P's)

- **Promotion** - Championing the jobs, the council, and the public sector (employer brand).
- **People** - Ensuring that those who are responsible for recruitment have the skills, confidence, and support to do it well.
- **Policies** -The policies (rules) that set a standard and help us to attract and recruit a skilled and diverse workforce.
- **Processes** -The processes (activities) that enable us to successfully attract and recruit a skilled and diverse workforce.
- **Platforms** -The systems and technology we invest in to improve our processes and deliver what we need.
- **Performance** - Measuring the impact of our recruitment efforts identifies what is going well and what needs to be improved.

Future Events!

- [Data skills, recruitment, and retention in local government](#)
Thursday 11 December 2025 - 14:00pm - 15:30pm
- [Menstruation and menstrual health – why it matters at work](#)
Wednesday 28 January 2026, 10.30am-11.30am
- Briefing session for both the [retention](#) and [recruitment](#) reset programme
Tuesday 13 January 2026, 10.00am-11.30am (email david.drewry@local.gov.uk to sign up)

Useful Links:

- [Diverse by design | Local Government Association](#)
- [Equality, diversity and inclusion in the workforce | Local Government Association](#)
- [Equalities hub | Local Government Association](#)
- [Recruitment and retention best practice | Local Government Association](#)
- [The Recruitment Reset Programme | Local Government Association](#)
- [Recruitment maturity model | Local Government Association](#)
- [Early careers in local government | Local Government Association](#)
- [Early careers toolkit](#)
- [National recruitment campaign for local government | Local Government Association](#)
- [Greater Manchester People Inclusion Standards - Greater Manchester Combined Authority](#)
- [BHI National Hiring Strategy](#)
- [Better Hiring Institute \(BHI\) resource hub](#)

Contacts us:

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